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The role of social entrepreneurship in the fight against poverty, exclusion and marginalization in Haiti

A study by

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“When we want to help the poor, we usually offer them charity. Most often we use charity to avoid recognizing the problem and finding the solution for it. Charity becomes a way to shrug off our responsibility. But charity is no solution to poverty. Charity only perpetuates poverty by taking the initiative away from the poor. Charity allows us to go ahead with our own lives without worrying about the lives of the poor. Charity appeases our consciences.”

Muhammad Yunus

Abstract

Poverty alleviation has always been a concern in developing countries, including Haiti. From the late 1970s to today, this country has faced economic and political instability, with a large negative impact on social indicators. Despite considerable funding unlocked to help this country and multiple strategic development plan developed by governments, the situation has hardly changed. Therefore, this research paper focuses on another approach, social entrepreneurship, as a development tool coming from the private sector to fight poverty, exclusion and marginalization. To reach this goal, a survey has been conducted, consisting of interviews with eight social entrepreneurs and three nongovernmental organizations. Some young entrepreneurs and ministry officials have also participated in the survey to provide a full picture. The results show that social entrepreneurship seems to be a promising way to exploit poverty-reduction opportunities, while applying business practices in a sustainable manner. This study suggests to promote this concept with emphasis on the social aspect, as a complement to other forms of government social interventions. It also proposes a more pronounced involvement of Diaspora community and implementation of adequate legal and financial framework.

Key words: Social Entrepreneurship, Poverty, Haiti

Acronym List

CDEE	Centre de Développement de l'Entreprise et de l'Entrepreneuriat
CEDEL Haïti	Centre d'Entrepreneurship et de Leadership Haïti
CEO	Chief Executive Officer
CEPAL	Comisión Económica para América Latina
CIA	Central Intelligence Agency
CNSA	Coordination Nationale de la Sécurité Alimentaire
DAC	Development Assistance Committee
DASH	Développement des Activités de Santé en Haïti
MPCE	Ministère de la Planification et de la Coopération Externe
EM	Entrepreneurs du Monde
ESF	Electriciens Sans Frontières
EU	European Union
FDI	Fonds de Développement Industriel
FOKAL	Fondation Connaissance et Liberté
GDP	Gross Domestic Product
GTEF	Groupe de Travail sur l'Education et la Formation
HDI	Human Development Index
HIPC	Heavily Indebted Poor Countries
IDB	Inter-American Development Bank
IHSI	Institut Haïtien de Statistique et d'Informatique
IMF	International Monetary Fund
KPI	Key Performance Indicators
LDC	Least Developed Country
MCI	Ministère du Commerce et de l'Industrie
MDG	Millenium Development Goals
MENFP	Ministère de l'Education Nationale et de la Formation Professionnelle
MIF	Multilateral Investment Fund
MINUSTAH	Mission des Nations Unies pour la stabilisation en Haïti
MJSAC	Ministère de la Jeunesse, des Sports et de l'Action Sociale
MSPP	Ministère de la Santé Publique et de la Population
NGO	Non Governmental Organisation

ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OIF	Organisation Internationale de la Francophonie
ONPES	Observatoire National de la Pauvreté et de l'Exclusion Sociale
PAPMEU	Programme d'Appui aux PME des jeunes universitaires
PAT	Poverty Assessment Tool
PPI	Progress out of Poverty Index
PPP	Purchasing Power Parity
PROMODEV	Promotion pour le Développement
PRSP	Poverty Reduction Strategy Paper
SAPENSA	Société Agricole de Production et d'Elevage du Nord
SE	Social Entrepreneurship
TNI	Tableau Numérique Interactif
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNICEF	Fonds des Nations Unies pour l'Enfance
WB	World Bank
YMCA	Young Men's Christian Association
YSB	Yunus Social Business

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Chapter I. Introduction

1.1 The predominance of poverty over decades

Poverty has always been a sensitive subject not only for economists, but also for politicians around the world, and especially in Haiti. Until the late 1970s, Haiti was considered a relatively stable economy. However, the country saw its economic situation deteriorate when it entered into a recession period with, among others, the disintegration of the agricultural system and a socio-political crisis. From the late 1970s to 2005, real economic growth on average per year never exceeded 1%¹, while the rate of population growth was about 2% per year (MENFP, 2007).

The combination of various crises that affected the country's economy has led an increase in poverty and deteriorating living standards of Haitian households. Indeed, in 2001, the situation was such that 55% of households were living in extreme poverty with less than US \$ 1 per day per person and 76% below the poverty line with less than US \$ 2 per day per person (PPP). This poverty is concentrated in rural areas with 80% of the rural population living below the poverty line of US \$ 2 per day (MPCE, 2008) while 2% of the richest receive 26% of the global revenue. Statistics on poverty show that the situation has not changed until 2005; the poverty rate was still around 76% (IHSI, 2009).

Poverty takes many dimensions: low and irregular incomes, poor housing, limited access to health and education, lack of safe drinking water, social exclusion and vulnerability to nature's cycles and economic hazards. To reduce poverty, the government launched several programs, under the impulse of international community. After the elaboration of the "Cadre de Coopération Intérimaire" in 2004, a mixed of both Structural Adjustment Program (1986-87 and 1996-97) which included the emergency economic recovery plan in 1994, the "Document de Stratégie Nationale pour la Croissance et la Réduction de la Pauvreté" was written to replace the previous one which appeared to be a failure (Pierre, 2009).

This document, DSNCRP, was based on a long-term approach of actions that should be taken to improve the situation by 2010. Unfortunately, in the beginning of this decade, three major events

¹ it was 0.34% to be precise, MENFP, 2007

have occurred: an earthquake in 2010, a cholera epidemic and occasional episodes of cyclone. These natural disasters worsened the situation and annihilated efforts that were taking place earlier, in 2009, to boost the economy². Haiti is still considered the least developed country in the western hemisphere with an HDI of 0.471, ranking it 168th over 187th countries worldwide (UNDP, 2014).

1.2 Social entrepreneurship: a possible solution against poverty

In view of the inability of the government and the magnitude of economic, social and environmental challenges, the economic model used in Haiti needs to be rethought. On a global scale, during these past 20 years, many initiatives have taken place and social entrepreneurship is one of them. This new form of action has attracted many actors, including researchers, international organizations such as OECD, EU, WB and government aid agencies of different countries – starting with the creation of social capital markets in San Francisco in 2010. The goal of social entrepreneurs is to address unfair situations characterized by the deprivation of basic needs where many governmental and philanthropic actions have fallen in producing the expected results. Social entrepreneurship is an appealing tool when governmental actions have been ineffective, especially in a post-crisis situation. This concept of “social entrepreneurship” combines development, through creation of sustainable jobs, and a social mission, which is to resolve social market failures. In view of precarious situation that prevails in Haiti, could social entrepreneurship be considered as a new tool to fight poverty? If so, what can be the opportunities for Haiti? And how can it be implemented?

Written for an academic purpose, this paper does not intend to be only restricted to that. This research will be the first one that approaches social entrepreneurship and poverty reduction in the Haitian context. Guided by the will to propose a dynamic and effective solution to help improve the situation of thousands of people living in an unacceptable environment, this study will be an investigation on social entrepreneurship in order to see if it can be presented, at a national level, as an adequate development tool. We firmly believe that this work will allow having an overview of social entrepreneurship and its contribution across countries. It will also contribute to spread this innovative concept in Haiti so that some actors can start taking conscious of its potentiality

² The growth rate, by that time, was close to 3% (WB).

in order to experiment it. Lastly, it will help giving some concrete actions that can enable its development in the country.

1.3 The purpose of the study

More specifically, we intend to achieve these objectives at the end of the study:

- Help better understand the definition of the concept “social entrepreneurship”
- Identify some basic conditions for the success of the creation of a social enterprise
- Present a snapshot of the current poverty situation in Haiti;
- Attempt to describe the current situation in terms of existing social enterprises
- Identify the opportunities it can represent for the country
- Propose some actions to allow the development of social enterprises in Haiti

1.4 From idea to reality: the methodology to be adopted

To conduct this study, two main approaches were adopted. Firstly, we conducted a survey of the literature to identify similarities and differences of studies that address the issues we are dealing with in this paper in order to have an accurate depiction. In this part, we focused on the two main concepts that are developed throughout the paper: poverty and social entrepreneurship. At first, we extracted the essential information for both concepts in order to give a proper definition. This literature review provided the tools necessary to better manage the research part.

Then, we conducted a qualitative research as we are more concern about the “how” of this phenomenon instead of the “why”. That is to say we are driven by the objective to understand the practice of social entrepreneurship. In order to better understand the role that social entrepreneurship can play in the country and to capture the interplay between organization and society, the research was oriented toward three types of actors. These actors were chosen so that we can have an accurate representation of the population:

- The *social entrepreneurs*; to describe the profile of these actors who are at the center of this change, to understand the functioning of these enterprises (business model) and the difficulties that they should overcome. As they are in direct contact with the beneficiaries, we tried to evaluate the immediate impact that can be observed from their point of view.

- The *organizations* that are trying to promote social entrepreneurship and to support those who want to set up their own social enterprises; to assess the potential that social entrepreneurship can represent and describe their programs. These organizations intervene also with population in need, supposedly the beneficiaries of these social actions, we tried also to evaluate the immediate impact that can be observed from their point of view.

- Lastly, the *public sector*; to assess where they stand in this new approach of undertaking. This may enable us to give more accurate recommendations.

Therefore, the research is trying to cover two aspects: make an inventory of social entrepreneurs (as complete as possible) and make an evaluation of their effectiveness. Putting together, this will help us make an assessment of the possible role that social entrepreneurship can play in Haiti.

1.5 The structure of the study

The paper is structured in six parts. The introductory chapter exposes the research objective, motivation and methodology. The second chapter is a presentation of the theoretical aspect of poverty while the third one is a discussion of social entrepreneurship. These two chapters allow conceptualizing the framework of the study. Afterwards, the situation of Haiti is described in the fourth chapter. The following chapter covers the findings of the research. The last chapter, the sixth one, presents the conclusion that takes into account the literature findings, the main results of the investigation and recommendations.

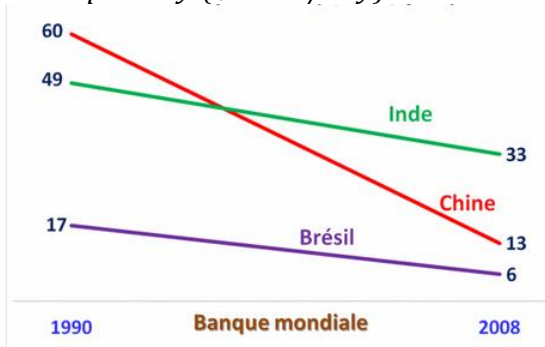
Chapter II- Poverty: A controversial notion

Attention has been paid to poverty for a long time and across all regions worldwide. In 2000, the United Nations pledged to halve, between 1990 and 2015, the proportion of the world population living in extreme poverty. Since then a lot of efforts has been made and considerable positive results can be observed. The United Nation can claim, with satisfaction, that this goal has been

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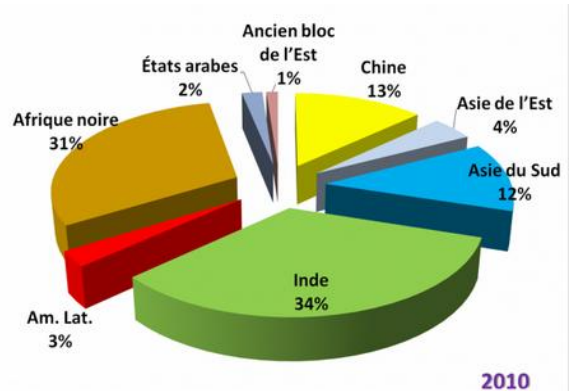
reached³, well before the deadline. However, still approximately 1.2 billion people remained entrenched in extreme poverty in 2010 (Olinto and al, 2013). The most significant reduction of poverty has been registered in China and India, as showed in figures below, whose population represents more than 35% in the world. In other Low Income Countries, the situation has changed less considerably. The number of poor people in those countries has increased by 103 million between 1981 and 2010 (ibid). For the rest of the developing world, individuals living in extreme poverty today appear to be as poor as those living in extreme poverty 30 years ago (ibid). What covers this concept of poverty? How can we define someone as poor? How can we fight against poverty? These questions are the subject of this chapter.

Figure 1. Evolution of humans living in extreme poverty (\$ 1.25 /day) in %



Extract from Human Development Report, 2013

Figure 2. Extreme poverty (\$1,25/day)



Extract from Human Development Report, 2013

2.1 Toward a definition of this concept

While everyone is talking about poverty, it appears that it is difficult to define and measure it. From Adam Smith to Amartya Sen, it has always been an issue of concern without finding a consensus. A person is considered as poor if she lacks what is considered to be a reasonable minimum of “things”. And when it comes to define what is meant by the “thing” which is missing, three main approaches can be observed (Asselin and Dauphin, 2000).

In the first approach⁴, the “thing” is identified as an “economic welfare”, that is to say the satisfaction someone can withdraw from the consumption of goods or services. Thenceforth, the

³ The proportion of the population with less than \$ 1.25 a day decreased from 47% in 1990 to 22% in 2010. Approximately, 700 million fewer people living in conditions of extreme poverty in 2010 compared to 1990.

⁴The welfarist school or income approach

notion of income plays an important role and the concept of standard of living is associated with economic welfare. According to this approach, a poor is one that cannot afford, with what he possesses, a set of goods and services that are essential to his survival. It is important to point out that only the individual knows what suits best with his interests. Therefore, the set of goods and services necessary for one's survival is different from one person to another. (Asselin and Dauphin, 2000)

The second approach is the school of basic needs. It differs from the previous by identifying clearly the set of goods and services that is perceived to be common and essential to all human being⁵. These goods and services are called basic because they are preliminary to the achievement of a certain quality of life (Asselin and Dauphin, 2000). Thus, before thinking about welfare, these needs should be satisfied. With this approach, a poor is someone who does not have access to these commodities.

With the last approach⁶, the concept of poverty goes beyond the simple monetary aspect or basic needs. It is related with the notion of capabilities, introduced by Amartya Sen in the 1980s, and refers to the capacity of *being* and the capacity of *doing* of an individual. These two concepts of capacity are grouped under the general term of *functionings* (Asselin and Dauphin, 2000). It should be noticed that who says capacity, says freedom to choose. Therefore, the poor are those who are not free to act like they want, accomplish a certain goal and become the person they want to be. The personal characteristics of the individual and also external circumstances are now integrated into the concept of poverty.

In this study, we use the "basic needs" approach to define the concept of poverty⁷. Therefore, in the paper, every time we talk about poverty, we refer to those whose basic needs exceed their means and cannot be satisfied. In most cases, the poor are not well regarded in the society and are victim of exclusion and marginalization. They are not really integrated and do not participate like others in the functioning of the society.

⁵ Traditionally, basics commodities refer to food, drinking water, shelter, sanitation, health care, education and public transport

⁶ The school of capabilities

⁷ Sen's approach with the concept of capability appears to be very complex and difficult to observe, and thus to measure.

2.2 Solutions to fight poverty

To fight against this bane and through time, different strategies were put in place. We will just present some of them to question their effectiveness.

2.2.1 Official development assistance

Official development assistance is one of the tools used by the international community to help under-developed countries to alleviate poverty. For several decades, massive government assistance has been registered from industrialized countries to the least developed one's (LDCs). However, despite the considerable contribution made by particular members of the DAC, the effect of this aid is mixed.

Many researchers have questioned the effectiveness of aid and started, at the same occasion, a somewhat controversial debate. Some, like Peter Boone, believe that aid has no effect and is likely to slow growth (Charnoz & Severino, 2007); others think that there is on average a positive correlation between aid and growth (but not in all countries), albeit with diminishing returns (Heller et Gupta, 2002; Amprou et Chauvet 2004); and another group says that there is a conditional correlation between aid and growth, aid accelerating growth in some circumstances (Burnside & Dollar, 2000).

2.2.2 Heavily indebted poor countries initiative

Excessive external debt can be considered one major obstacle to development for low-income countries especially and, as a consequence a cause of poverty. Indeed, above a certain level⁸, external debt can affect negatively growth and generate a vicious circle of rising debt service. Because it must devote a large share of revenue to its debt-servicing obligations, governments will no longer invest in infrastructures and reduce expenses and transfers; and the country will no longer attract investors (Clements and al, 2005).

To address this concern, the IMF and the World Bank launched the HIPC initiative in 1996 to ensure that no country faces a debt burden it cannot manage. This device was revised and

⁸ Estimated at 50% of GDP for the nominal value of external debt (or 20-25% of GDP in net present value) (Clements and al, 2005).

reinforced in 1999 to allow the IMF to provide faster and more substantial relief to a larger number of countries and strengthen the links between debt relief, poverty reduction and social policy (IMF, 2014).

This initiative is at the origin of some positive advances: lower debt service⁹, and higher budgetary expenditure devoted to health and education¹⁰. However, these are not sufficient to claim the success of this program (Merckaert, 2006). Only a handful of countries are concerned because of the restrictiveness of criteria. Moreover, even though the debt is reduced to a “sustainable” level, it remains unbearable for those countries. The impact on poverty is very mixed¹¹ (Merckaert, 2006).

2.2.3 Poverty Reduction Strategy Papers (PRSP)

Established in September 1999 by the IMF and WB, this device is expressed through the general strategies for poverty reduction driven by countries. This approach is mainly based on the fact that actions against poverty will be effective if they are included in a national plan supported by the country itself while it is receiving support from the international community. In this program, the importance of country ownership of reforms is recognized.

This strategy plan is prepared by governments in low-income countries through a participatory process that involves stakeholders both at national and international levels, including the IMF and the World Bank. This approach has some positive impact: opening of new spaces for public debate and the involvement of different actors in society; improvement of budget management, in particular with greater transparency; establishment of specific and measurable goals for monitoring and evaluation of concrete policies. Nonetheless, in most cases, the plan elaborated is a simple recycling of previous policies with few adjustments to link with poverty. The strategies proposed are relatively uniform with less consideration for the local context (Cling and al, 2005).

⁹ Between 1998 and 2005, the ratio debt service to GDP of 27 countries that have reached the decision point (end of 2004) decreased from 3% to 1.7% (Merckaert, 2006).

¹⁰ According to the IMF, the 28 countries that have reached the decision point almost doubled social spending between 1999 and 2004 (Merckaert, 2006).

¹¹ The budgetary expenditure devoted to health in 10 African countries that have reached the completion point is still less than the budget devoted to debt repayment (Merckaert, 2006).

2.2.4 The income redistribution policies

Government has also tried to tackle poverty by time with the income redistribution policies. The latter consists in a mechanism to raise revenue from some economic agents, through social contributions and taxes, and reassign to people in need as allowances or prestations. Its main role is to make tolerable inequalities and fight against the various forms of poverty. More than a question of poverty, this policy allows establish a social justice or equity. It is important to reduce the level of inequality because too wide disparities can affect growth; worsening income inequality was an important factor of the financial crisis (Bastagli and al, 2012). Governments have put in place programs to remedy this issue however the effect of such programs is not the same in all countries. In developed countries, fiscal policy has greatly reduced inequality while it has a restricted effect in developing countries. Lack of means to finance redistributive public spending (low level of tax collection and public expenditures in addition to the use of instruments of taxation and spending less progressive) is one explanation of this result (Bastagli and al, 2012).

All these strategies were proposed in order to reduce poverty and promote development but, what do we really intend by poverty reduction?

2.3 ... But what do we mean by “poverty reduction”?

When it comes to poverty reduction, three main options may arise according to Owen Barder (2009):

- *Causes vs. symptoms*; do we want to alleviate the effects of poverty or to solve the causes of poverty?
- *Depth vs. breadth*; are we targeting people who are living in extreme poverty or all those who are just below the line of poverty?
- *Today vs. tomorrow*; are we concerned about lifting out poverty permanently today or in the future, with the potential to reach more people in the future than in the present time?

These questions show that it is difficult to find the proper plan to reduce poverty; each of them is trying to tackle a particular aspect of the phenomenon, as for the solutions presented above. The

ODA approach is more focused on the symptoms. The second appears to be more in a breadth objective, as for the redistributive instrument and the PRSP instrument, is concerned by the causes in a long term goal (“tomorrow”). While the previous strategies were promoted mainly by international organizations (ODA) or the focus was on the government, a new approach to fight poverty is derived from the horizon. This approach puts the individual at the corner of an innovative movement which is called social entrepreneurship.

Chapter III- Social Entrepreneurship: a new approach in the fight against poverty

In the North as in the South, a new way of thinking about doing business or undertaking is getting more and more attention. This new approach is named social entrepreneurship. Not only entrepreneurs, civil society, public sector¹² are focusing attention on this concept but also the academic community is showing its growing interest with production of research paper devoted to this subject (Mair and Martí, 2006). Formally, this movement has existed for three decades and appears to spread all around the world nowadays but still, it remains plagued by confusion. Consequently, in this chapter, we will examine the meaning of the two concepts, reunited in one, “entrepreneur” and “social” to come to a definition of social entrepreneurship; present the main characteristics of a social entrepreneur and identify some common pattern of functioning to SE.

3.1 Starting with entrepreneurship

According to researches on entrepreneurship, it is better to define this concept by focusing on the entrepreneurial behavior (Mair & Marti, 2006), that is to say on the entrepreneur. The latter is seen differently through time. In the early 19th century, Jean-Baptiste Say introduced the concept of entrepreneur saying that he is someone who “*shifts economic resources out of an area of lower end into an area of higher productivity and greater field*” (quoted in Dees, 2001 and in Martin & Osberg, 2007). The entrepreneur is then at the origin of value creation. He is someone who undertakes, which is different from an undertaker. The latter is more related to the

¹² Social entrepreneurs are now invited to participate, with leaders of nation and corporation, in panel discussions at the World Economic Forum in Davos.

management of an enterprise already in function while the former is really at the beginning of the creation process until the effective implementation of the project.

One century later, based on the value creation, Joseph Schumpeter presented the entrepreneur as the change agent within the larger economy. He identifies a commercial opportunity and organizes a venture to implement it. He has the force required to drive economic progress by arguing his change, encouraging others entrepreneurs to reproduce/iterate, creating a chain reaction until the innovation becomes obsolete.

In the contemporary era, an entrepreneur is not necessarily a change agent but more about searching for opportunity and exploiting it once it is found¹³. The notion of opportunity is thus at the origin of every entrepreneurial initiative. Entrepreneur has this particular ability that allows him to see and to seize an opportunity, to pursue it without letting inherent risks alter his willingness and commitment (Martin & Osberg, 2007). Moreover, for Howard Stevenson, the entrepreneur does not take into account the control of resources when it comes to pursue an opportunity. He does not let resources endowment constrain the achievement of his objective while administrative manager adapts his vision to his resources (Dees, 2001).

From this literature review, it is possible to say that entrepreneurship is a process from which an opportunity is identified and pursued by a given individual, with a set of specific characteristics¹⁴, until the creation of a particular outcome without letting financial resources or other risk be a constraint.

3.2 The social aspect of entrepreneurship

By adding the word “social” to entrepreneurship, this means that we are evolving in a particular context which is social. The market does not perform well because it is not possible to measure properly the value creation related to social products or services. Moreover, the market does not provide the right discipline to formalize operations; some organizations ask fees for service,

¹³ “*The entrepreneur always searches for change, responds to it, and exploits it as an opportunity*” says Peter Drucker (Dees, 2001; Martin & Osberg, 2007).

¹⁴ The entrepreneur is inspired to alter the present equilibrium; thinks creatively and develops new solutions; takes direct actions and possesses the fortitude to drive their creative solutions through to fruition and market adoption (Martin & Osberg, 2007)

others receive funds and depend on the funder to orientate their actions. Consequently, few agents are involved in their production. This will contribute to the emergence of the social entrepreneur with a social, explicit and central mission (Dees, 2001). Therefore, the main distinction between social entrepreneurship and entrepreneurship can rely on the value proposition. The social entrepreneur's value proposition aims to offer a service or product to those who are disadvantaged and do not have "*financial means or political clout to achieve the transformative benefit on its own*" (Martin & Osberg, 2007).

For the social entrepreneur, opportunity is related to social needs, market failure and not to acquiring new part of the market as for the commercial entrepreneur¹⁵. He sees every obstacle as an opportunity to develop and fine-tune their business models. This opportunity will be at the service of his mission, meaning help the most in need in an innovative way to manage well resources. Less concerned about making profit, he pursues the creation of social wealth. According to Venkataraman (1997) in Seelos and Mair (2005), the success of his endeavors is measured by his social impact and not by the amount of profits generated.

From the definition presented before about entrepreneurship and the analysis of the social context, social entrepreneurship can be defined as a process that encompasses three main steps:

1. It starts with the identification of a stable equilibrium that is unjust because the exclusion, marginalization, or suffering of a percentage of a given population that is disadvantaged financially, socially and politically;
2. Then the identification of an opportunity in this equilibrium comes following by the development of a social value proposition that will challenge the stable state's hegemony;
3. And finally, a new stable equilibrium is constructed with the alleviation of the targeted group and the creation of a stable ecosystem around the new equilibrium to ensure a better future for the group in question and the society thereafter (Martin & Osberg, 2007).

¹⁵ The scope of opportunity in SE will be wider than in the commercial sector because enterprises can be either self-sustaining or can ask for funds. Social entrepreneurs often far outstrip resources available because their consumers' incapacity to pay. Even though, they can see a rapid growth of their organization because of the pressure coming from funders and the demand side.

3.3 Through a business model

This section is devoted to identify common and main characteristics of social businesses models which are a success. The presentation is based on a work done by Mair and Schoen in 2005. They considered three main successful social entrepreneurial organizations: Grameen Bank with Muhammad Yunus in Bangladesh, Sekem with Dr Ibrahim Abouleish in Egypt and Mondragón Corporación Cooperativa with José María Arizmendiarieta in Spain. In doing so¹⁶, they try to be the more representative as possible.

According to their study, a successful social business respects three main elements: the value network, the resource strategy and the interface with the target group. The value network is fundamental and appears normally early at the beginning of the business model. When social entrepreneurs note that they are missing a competence or a product to realize efficiently their activity, they react immediately by putting in place a network that become after times, more and more important. Either they partner with companies that share the same social vision or they perform the critical activities themselves and in this particular case, the value network can be different.

With its resource strategy, a social business should make sure critical resources would be provided in a sustainable manner. To do that, social entrepreneurs carefully assess their resources needs and accordingly design a resource strategy that is integrated into the business model at an early stage. For example, at the beginning, the Grameen Bank needed personnel to analyze the creditworthiness of the future beneficiaries and also computer-system for surveillance and control but was not able to hire qualified labor force and to acquire these materials. It is in this context that he putted in place the notion of group lending¹⁷ to overcome several resources problems.

The interface with target group is the last element in the business model. “*Successful social entrepreneurial organizations integrate their target group in the social value network at an early stage*” (Mair and Schoen, 2005). They base their approach on their knowledge of the target

¹⁶ Choosing organizations that widely recognized and reflects diverse regional realities.

¹⁷ To be eligible for a loan, individuals should form a group of five borrowers. In case of default of one of them, peers begin to pay its part; if not, the whole group is regarded as failing and ineligible to other loans.

group and the interaction they have with it because they believe that every individual is capable of, responsible for, helping him or herself once the right conditions are created (Letelier, 2003 quoted in Mair and Schoen, 2005). Targeted individuals not only benefit from the social value created but they also participate in the creation process. Therefore, the target group will take responsibility within the network and develop themselves and the community.

Chapter IV - Haiti, a country with multiple issues

In this chapter, we will present the country under study. Former Pearl of the Caribbean, Haiti, with more than 10 million inhabitants, has been qualified for several decades as the poorest country in the western hemisphere. To better understand the situation of poverty that prevails nowadays, it is important to pay attention to its political and socio economic situation. It is the reason why we will focus on these two factors through an historical analysis.

4.1 A political context punctuated by crises

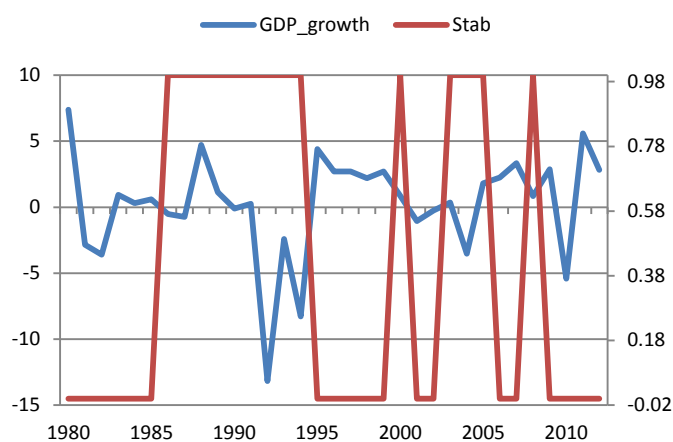
Talking about the political history during the past century inevitably returns to mention different periods of instability that have taken place since the early 1980s with the fall of the Duvalier dictatorship. During his presidency, there was massive corruption and no regards for human rights. It was a repressive regime causing death of thousands and forcing tens of thousands of people to leave the country and seek asylum in order to survive (Ramachandran and Walz, 2012).

At the end of his mandate, the instability in the country has manifested itself through the succession of 14 governments in power accompanied by political violence and a multitude of insurgent actions and institutional crises¹⁸. This will hamper the establishment of a legal and institutional framework, both essential for the development of a given country. Thus, instead of building a rule of law, the state has weakened over time and cases of corruption are constantly repeating itself. The democracy has been established but is challenged from time to time with overturns and the holding of elections with violence and fraud. Politics in Haiti remains volatile and unpredictable.

¹⁸ For the sake of accuracy it should be noted that “since 1806, 54 presidents have been elected and only nine have completed a full term” (Ramachandran and Walz, 2012)

All these periods of instability will impact on the economic situation. To get more insight on that, we can have a look on the graphic that describes the joint path of the growth rate of the GDP and political environment (represented by a dummy variable reflecting the political stability¹⁹) in Haiti over the past 40 recent years. It is possible to notice that every time there is a period of instability the evolution of the GDP growth rate suffers the consequence. Therefore, we can say that there is a negative correlation between the political turmoil occurred during this period and economic growth.

Figure 3. Changes in growth rate and political stability in Haiti from 1980 to 2012



UNCTAD, 2013

4.2 An unstable socio economic system

4.2.1 An attenuation of the productive system

As for the presentation of the political situation in Haiti, the period after 1987 will be considered to briefly present a global view on the socio economic situation. This period is characterized by a lot of significant changes mainly due to two reasons: the first one refers to political order²⁰ while the second one is much more about economic (CEPAL, 2005).

¹⁹ The economic growth rate is the gross domestic product per capita growth rate. The variable political stability (Stab) takes values 1 if there is political instability and 0 if not.

²⁰ The instability had a negative impact notably on private investment and the establishment of public development programs

After the application of some international policies, notably SAP in 1986-87 and 1996-97, the financial and human resources in the public sector were very affected and domestic production has taken a terrible blow (ibid). Therefore, imports will play a decisive role in the Haitian economy while the level of exportation will suffer considerably²¹. It follows that the economic structure has changed deeply: agriculture²² is not anymore the dominant element in the primary sector, the secondary sector has experienced a decline in its participation within GDP and the last sector has increased with a strong percentage of people working informally as shown in the table below (CEPAL, 2005). Moreover, government has always been in a deficit situation.

Table 1. Share of sectoral value added in GDP (in %)			
	1987	2003	2013
Primary sector	28.7	25.4	22.5
Secondary sector	25	15.9	18.1
Tertiary sector	46.3	51.4	59

Source: BRH

Consequently, there will be the intensification of international migration and the rise of the “restavek” system²³. The migration was also observed internally with a level of urbanization over 50% rate in 2003²⁴, centralization of services in the capital and its surroundings (CEPAL, 2005). This phenomenon is accompanied by reinforcement of marginalization (Paul and al, 2010). The observation of unemployment is then legitimate; in 2013, the unemployment rate was around 41% (UNDP).

One of the last events that affected strongly the economy was the earthquake in the beginning of 2010. Besides enormous lost in human being, it destroyed all economic recovery efforts²⁵. The loss is estimated about 7.804 billion dollars, an amount slightly higher than GDP in 2009 (CNSA, 2011). This event will bring the level of aid received from the international community

²¹ the gap has increased from 13% in 1991 to 38% in 2011; exports never surpassed imports since 1981 (WB)

²² But still in 2003, it employed about 50% of the total workforce, approximately 1.6 million people out of an estimated 3.1 million in assets and about 60% in 2012 (CEPAL, 2005; Oxfam, 2012).

²³ Restavk is a modern form of slavery where children, abandoned by their rural families, work as servant in a family for free in terrible conditions most of the time.

²⁴ 53.1% in 2011 according to CIA

²⁵ The earthquake inflicted tremendous infrastructural damage to the electricity and water infrastructure, road networks and ports systems in the capital and its surrounding areas.

at its peak in 2010²⁶ and will lead to excessive growth of the presence of NGOs in the field. It has to be noticed that Haiti is benefiting from ODA since 1950.

4.2.2 Quite alarming social indicators despite of some progress

Poverty is severe and widespread. Social indicators such as health care, sanitation access, food security and literacy testified the presence of a multidimensional poverty. Spending on healthcare in Haiti is the lowest in the Western hemisphere, meaning the lowest access to healthcare and the highest mortality rates (Le Matin, 2012). The national coverage of the 2011 reports received by the Departmental Directorates is estimated at 59.32%. The country is still threatened by various diseases such as malaria, hepatitis, tuberculosis, even though the trend is downward. The proportion of the population living with deficiencies in environmental services amounted 35.6% for drinking water, 52.2% for the improved sanitation and 56.2% for the use of modern fuels (ONPES, 2011); all this impacting negatively on the health system (see table below).

Table 2. Some resources statistics on Haitian health care system	
Population	10 million inhabitants
Physicians	1 392
Nurses	2 341
Sanitary institutions	908
<i>Source: MSPP, 2011</i>	

According to the 2011 survey realized by CNSA (the National Council for Food Security), the prevalence of food insecurity at the national level is 38%, with 29.9% in a moderate situation and 8.1% in a high food insecurity level. Five areas of lifestyles in seven reach a prevalence of food insecurity than the national average going until 52%. As a consequence, the under-five mortality rate is among the highest rate in the world and in the Latin America, although there was a certain improvement. Life expectancy was about 11 years shorter than the regional average in 2012 (UNICEF).

The educational system faces many issues. According to Pierre (2012), the first characteristic of the system is the offer and limited access²⁷ to education observed at all levels²⁸. In addition, there

²⁶ 3 064.84 thousand US dollars, OECD

is a serious lack of qualified human resources and school infrastructures are precarious on the whole (see table below). Costs and financing of education is also a big issue where the system is mostly dominated by the private sector (GTEF, 2010). However, the most notable progress recorded in the MDG achievement process is in education with a net enrollment rate of 88% in 2011 (UNDP, 2014).

Students	3 185 858
Enrollment rate (children 6-14 years)	89.2%
Schools	16 072
Public offer	12 %
Teachers ²⁹	88 227
Literacy rate	77%

Source: 2011 School census

New data recently published by the National Observatory on Poverty and Social Exclusion (ONPES) based on the Survey of Household Living Conditions conducted by the Haitian Institute of Statistics and Informatics (IHSI) in 2012 show that access to basic services has improved and that extreme poverty has fallen from 31 to 24 percent since 2000 (WB, 2014). However, these advances are mainly due to external factors such as ODA and remittances which makes a large part of the population vulnerable to external shocks (UNDP, 2014). These advances are observed mostly in urban areas and access to basic services is still questionable in rural areas. More than half the population still lives in rural areas and levels of extreme poverty have not changed and income inequality has increased. While it is expected that by 2030, there will be no extreme poverty in Haiti, the Gini coefficient, which measures income inequality, has remained constant since 2001, 0.61. This means that Haiti remains the country with the greatest income inequality in Latin America and the Caribbean, and one of the most unequal countries in the world (WB, 2014)

²⁷ In regard to the school-age population, a third of children aged 6 to 12 years old (500,000 children) do not attend school. When you consider the age group 5-15 years, this proportion is 40%, approximately one million children. In addition, from the population of children aged 5 years and over who comes in first year of basic education, 21.5% could reach the secondary and only 1.1% at the university level.

²⁸ preschool, primary, secondary, vocational and university

²⁹ Preschool and basic 1st and 2nd cycles

4.3 A business environment not very attractive

“Haiti is open for business”, here is the leitmotiv sentence that is promoted by the current government since its accession to power. A wind of change blows in this area of the country, especially in the Trade and Industry Ministry with a new investment guide, projects devoted to promote entrepreneurship among young, a portfolio in 2013/2014 budget and legal reforms. But what does reveal the “doing business” index? How is the business environment in reality? Although we are dealing with social entrepreneurship in this research, it remains that this type of structure is after all an enterprise, with nonetheless some particularities.

Haiti comes in 177th position in the ranking, behind the region’s ranking. With this position, the country continues to decline in the ranking, from 136th place in 2006 to 174th in 2012 out of 185 countries. According to the figure below, it is possible to see that starting a business is one of the indicators where the country is performing less; it is noted 187. This figure can be explained by the administrative burden, the high cost related to the registration procedures of the company, the minimum capital required and the time required to register a business. The weakness of the administrative system makes that laws and regulations cannot be respected in the field of tax and customs for example, which may result in unfair competition.

Table 4. Ranking of Haiti in the business sector according to Doing Business 2010 & 2014

Sector	Rank out of 189 countries (2014)	Rank out of 183 countries (2010)
Starting a business (rank)	187	180
Dealing with Construction Permits (rank)	141	126
Registering Property (rank)	138	129
Getting Credit (rank)	165	135
Protecting Investors (rank)	170	165
Resolving Insolvency (rank)	189	
Enforcing Contracts (rank)	96	92
Trading Across Borders (rank)	151	144

Access to credit (165th) is a constraint for those who want to undertake. This is due to the lack of information available in this domain. This confirms the issue of financial culture and a lack of transparency also. Registering property is also an issue (138th). More than the administrative

process, this ranking is explained by the total days necessary to register a property. The legal framework for business is characterized by many obsolete laws that impede investment³⁰ (Le Matin, 2013).

Chapter V- Haiti and Social entrepreneurship

The notion of social entrepreneurship is not a well-known and spread concept in Haiti. Officially, this notion was first introduced to the community in October 14th 2011 when the first social business conference took place (le Nouvelliste, 2011). The eminent professor Muhammad Yunus, during his visit to promote social entrepreneurship in the country, invited Haitians youths to seize the unprecedented opportunities of the generation in order to bring new solutions to problems faced in the world. This was the occasion for the official launch of a new social business, *Etre Ayisyen* Foundation. Since this time, this phenomenon is spreading and gaining ground. What is the profile of the social entrepreneurs? In which activities they are? What is their business management approach? How many programs support the extension of social entrepreneurship? How do actors in this field view the development of social entrepreneurship? All these answers will be addressed in this chapter.

5.1 Approach and data collection

A qualitative methodology is adopted for the empirical research given the limited knowledge on this sector. Our focus was to gather all information possible in order to describe the sector and nourish our reflection on the subject. Table 5 provides a brief description of all social enterprises, eight in total, that have been interviewed during the survey. The participating enterprises have been chosen such that different domains of activities are represented. Thus, the table counts social enterprises in education, agriculture, health and support to business creation. Unfortunately, we could not represent all departments in our sample.

A set of semi-structured interviews were done via skype with the chief executive of each social enterprise, the responsible parties of programs related to social entrepreneurship in the case of NGO, young entrepreneurs and executives of the public service. Interviewees had two options to

³⁰ Some laws that should be voted remain on desks in the parliament (Le Matin, 2013)

answers the questions: skype meeting or direct answer on the interview guide. In its all, the survey lasts one month.

In addition to the interviews, documentary on the internet have been used to be as precise as possible. A comparative approach was applied to identify common patterns among units of analysis that do not face necessarily the same difficulties to capture the complexity of this phenomenon. However, some constraints may impede us to reach a high level of accuracy. In fact, the first limitation is the size of the sample, even though the intention was not to interview all existing social enterprises in Haiti. Having to conduct the survey from France was also a constraint because some information cannot be found on the internet. Moreover, as contact was only based on email approach, it was difficult to establish a credible relation. For example, we had to send master thesis agreement to have one entrepreneur participate in the survey.

The lack of transparency can be also considered as a possible explanation to the limited size of the sample. Some people contacted did answer that they are willing to be interviewed but did not show up at the time the meeting was set up. Others proposed a meeting and never gave the skype's identity so that the meeting can take place. The fact that some interviewees opted for answering directly the interview guide was a limit because more information could have been emerged if the interview was made by skype³¹. Even though it was not the case for all informants, two of them found the questionnaire too long. They would have preferred just to check the right answer instead. However, despite all this, the study can be considered as a first important step to bring light on this movement and help to further empirical research on the subject in the future.

5.2 Identifying common patterns

5.2.1 The entrepreneur's profile

One of the common characteristics of the entrepreneurs interviewed is their education level. In fact, all of them have graduated from university. Except one, all have a master's degree which implies that they also studied abroad³² and experienced another culture at least during two years.

³¹ Skype meeting offers the advantage to ask more questions if some answers are not precise.

³² Generally, universities in Haiti stop at bachelor degree; they are rare ones that offer training in master.

Only one of them continues his education until the philosophy degree. These experiences played an important role in the creation of their businesses as they were able to see and apply different international practices related to the domain they are currently working in.

Table 5. Description of social enterprises of the survey	
Social enterprises	Principal activities
CEDEL Haiti (Centre d'entrepreneurship et de leadership)	An NGO with two years of existence that uses services of volunteers to assist entrepreneurs on managerial, operational and financial level. It gives entrepreneurial formation to young. It is located in the capital but organize activities in some other regions.
Fondation Etre Ayisyen	A non-profit foundation that promotes the emergence of Haitian being through trainings on entrepreneurship. It has four years of existence. It is located in the capital but organize activities in some other regions.
Catts Pressoir	A private school located in the capital that uses innovative approach and methodologies to give a modern and an adapted formation of reality to students. It has 59 years of existence but has begun its transition to modernity since 1983.
DASH (Développement des activités de santé en Haïti)	A social enterprise that provides qualitative health services at affordable price to disadvantages people. It has 29 years of existence. It is located in the metropolitan area Port-au-Prince and Cap-Haitian.
JobPaw	A seven years old social enterprise that aims to connect university, students and professional for a better functioning of the labor market, notably through its website. 900 enterprises used its services by publishing more than 5.500 jobs.
SAPENSA (Société agricole de production et d'élevage du Nord)	A social enterprise that is trying to reduce import dependence through local poultry farms in the North of the country. 8 years of existence.
Haïti Futur	A Franco-Haitian association (association loi 1901) of twenty years of existence. It works in the field of education, entrepreneurship and aims to promote the Haitian culture. Its main project is to implement digital education in the national education system in response to the quality and quantity problems of the system. This project won the contest "All children reading" organized by USAID in 2012. Its intervention is locating in different regions in the country: intensively in the southern peninsula in urban and rural areas and in the metropolitan area.
PROMODEV (Promotion pour le développement)	A non-profit association that works in the field of agriculture. It aims is to contribute to a sustainable development in Haiti through agriculture/agribusiness, local development, protection of the environment and education. It is present in all 10 departments and regroup 53 organizations.

They are all eager of going to meet each other to help developing the country. Some of them had this desire a long time ago. Others nourish this need after having lived disturbing experiences

with young people or observing some inadequacy in the way the population's living. Thus, they started to question their environment in order to explain the situation and come up with an instrument that can help to improve it. They are constantly in contact with local people, young people in most cases. This direct contact will help them to adapt services offered when it is necessary.

They have a high sense of leadership. They try to spread out their way of thinking by seizing every opportunity available to them in order to inform and inspire the population. This is an important point that differ them from « simple » entrepreneurs. In Haiti, generally there is an invisible barrier between entrepreneurs and the population with a total lack of information flow. But with these social entrepreneurs this limit does not exist anymore. They communicate and are willing to share. It is the reason why they participate in public activities, especially those related to young people, in school or in university. They want the population to be informed and aware of what is happening and that it is able to create something also by itself.

Their leadership will help them to find sponsorship or partners to realize many activities. They hardly believe that the population, especially young people, needs new kind of model that can help them improve themselves and contribute actively to the development of the country. They are at the origin of some innovations:

- **CEDEL Haiti**, with the support of two others institutions, launched the first saloon of entrepreneurship in 2013. This event is part of its initiative « Let us make Haiti a republic of entrepreneurs ». Cedel Haiti innovated also by organizing a free networking evening last Friday of every month ³³;
- **Foundation « Etre Ayisyen »** organized the first congress devoted to entrepreneurship and access to credit in the north of the country on April 2014. This event attracted thousands of young people from different departments of the country ;
- **Catts Pressoir** has implemented the first scientific exposition organized in the country by students since 1989. It is also a pioneer in modeling of pedagogical methods. Since 2010, it has a

³³ This event is the occasion for young to learn from entrepreneur's stories, be in direct contact with them and constitute his own network.

seismological station that works online and constantly on the college website. Since 2011, entrepreneurship class and personal development module and project management are given. During the summer 2014, it planned to create the first scientific museum. It is the first change maker school in the Caribbean and Latin America recognized this year by Ashoka and about to duplicate the system in the Caribbean. Ashoka Brazil asks the school to present its reforestation program in Brazil ;

- **Jobpaw** is the first enterprise that puts together students, professional and teachers to think about the functioning of the labor market;

- **DASH** putted in place the biggest network of private health care. It implemented the first social protection mechanism devoted to health. It offers three types of products on the labor market: « Mutuelle PROCARE » and « Dash Industry Program » for the formal sector and « Carte Avantage Santé » for the informal sector. It is trying also to popularize medical technologies;

- **Haiti Futur** has innovated with the introduction of interactive whiteboards in the educational system. Not only this was completely new but also the approach adopted was kind of “revolutionary” as the implementation started first in rural area instead of urban and for disadvantages children.

- **PROMODEV** organizes last Saturday of every month a regional conference in the rural sector to sensitize and give trainings to Haitian peasant so that he becomes an agricultural entrepreneur. It is at the origin of an online forum about agriculture. It makes also documentaries, reportage to give key information on institutions and companies operating in environmental protection, rural development and agricultural production via its website and through radio broadcasts.

- And the first industrial slaughter plant with a maximum capacity of 1500 chicken per day is in construction thanks to **SAPENSA**.

5.2.2 Managing their business

All enterprises interviewed have a board of directors; only one of them has in addition a board of advisers and one has an executive council. From this point of view, they do not differ from a « normal » enterprise. This board is the place where all reflection is made about the future of the

enterprise; decisions are taken collegially in some cases. It is not only composed by native Haitians but also by Haitians living abroad. This can be considered as a positive point because it brings an external point of view. The fact that they are not living in the country can ensure the enterprise will be aware of the latest information in its field. Lastly, the members of the board of directors allow those living in Haiti to have access to a larger network which they can use when necessary.

To function, these enterprises rely on their proper resources. Quasi none of them benefit from subsidies either from the government, the private sector or from the international community³⁴. Only Promodev benefits from subsidies from an international organization. It took four years to obtain this funding. Conditions were not that complicated, it is required to have a qualified team with management skills, to establish a confidence climate and to possess own funding. But the most important criterion is to be recognized, if it is not so the enterprise will not get any funding. Even though these enterprises are autonomous, this does not mean that they do not face financial challenges. To overcome these financial issues, they have adopted a mix approach to manage their business. That is to say they offer a paid service to those that cannot afford it, in most cases big enterprises, NGO's or public organizations, and offer the same service at a lower price or for free to those disadvantages. This kind of compensation can be seen as a form of redistribution.

Nevertheless, they are limited in the extent of their actions and cannot reach a lot of beneficiaries. Depends on their objectives, some of them will make loan or participate in entrepreneurship program held by NGO to finance the extension of their project. They can benefit from sponsorship during a one-time event. It is important to stress that besides financial issues, the lack of serious encountered in the establishment of activities is also very binding. This can affect negatively the ongoing of a project.

Network plays an important role³⁵ in the business management either from human resources or financial point of view. In fact, the realization of some activities is possible thanks to some volunteers they can rely on. In most of the time, these volunteers are beneficiaries that are satisfy

³⁴ Only one of these enterprises, Haiti Futur, depends entirely on donation to function.

³⁵ Talking about network, Rock André, Cedel Haiti's director says « *le réseau repose sur le principe du corridor, ie. une porte ouvre une autre* »

with the ongoing of the project and want to give their contribution. It is a way for them to express their gratefulness. By acting like this, they also testify that the project really answers to an unmet need and does have an impact on the target population.

Network can compensate the lack of subsidies as it allows being in contact with enterprises evolving in different fields. When they are not able to perform the project by themselves, they contact enterprises that share the same social vision with them. Each member of this network will play a specific role in the project and allow reaching a greater part of the target group. The network can be created also with enterprises acting in the same field, which is not a common observation in the « normal » business environment in Haiti. In fact, the market is organized such that everyone is interested only by its proper business and do not think about meeting competitors to start something together with them. Here, it is possible to notice that they are trying to mobilize their strength together so that they can be self-sufficient and live longer.

Managing resources seems to be very important for some of them, not only financial resources but also human resources. Catts Pressoir considers its employees as part of a chain link and promotes this idea of « team-school ». Frequent training sessions are organized for them. The director is not afraid if one of the employees leaves the school after, in this case the training will benefit others schools. Furthermore, in most cases, entrepreneurs take decision in concert with the community. Haiti Futur always organizes general meeting or presentation sessions for its members so that they can be aware of advances of the projects. This is also the occasion for these members to give their opinions. In some cases, the association can benefit from these interventions to enlarge its network and start a new project.

5.2.3 Identifying impacts

The goal of social enterprises is to have the largest impact possible and contribute to the positive change of the system. Even though there is no explicit question related to impact in the entrepreneur's questionnaire, it is possible, from information collected, to identify some positive effects of these enterprises. For the presentation, we will start by those which exist as long.

With its various medical and health plans, DASH is currently working with over 200 businesses and industries. It currently serves more than 40,000 people in the metropolitan area Port-au-

Prince and Cap-Haitian expects to reach 100,000 in 3 years. DASH manages 11 medical centers and 4 hospitals in the metropolitan area and one medical center in Cap Haitian. Its workforce is about of 400 employees, 15% of them being medical doctors. Some institutions have begun to work with Dash in order to increase the number of beneficiaries. The Multilateral Investment Fund (MIF) has approved a donation for a project that should reach 100 000 beneficiaries. The Office of the Secretary of State for the Integration of Persons with Disabilities has signed an agreement with DASH to provide free medical care in the network managed by the DASH to nearly 500 people with a disability.

In the field of education, Catts Pressoir has some influence. Last year, in 2013, the education ministry asked to the director of Catts Pressoir, Etienne Jean, to train 18 schools directors and 5 executives of the ministry. Despite the Cabinet reshuffle, this experience was reinstated this year. At the request of the ministry, Catts Pressoir is collaborating with other schools. To allow these trainings to benefit to a larger number, the director of Catts Pressoir integrates all actors of education such as directors, supervisors, ministry responsible when he organizes training for teachers. Thanks to the willingness to improve the education system, Catts Pressoir put in place the modeling of pedagogical methodologies so that all the system can have access to what it is happening inside the school. To rephrase the director: he « *essaie de tirer à boulet rouge sur le système éducatif* ». To formalize these trainings, an office support and management in education is about to be created.

The effect or impact of Catts Pressoir goes beyond education. With the organization of scientific exposition each year, they sensitize the government because projects are design in order to meet a community need. For example, students conducted in 2002, for the first time, the rehabilitation of traffic light at the Martin Luther King Avenue near to their school. This traffic light was not functioning for years. This created a buzz and the initiative was followed by state authorities. Yet, two others schools have started to organize also scientific exposition and consider Catts Pressoir as a model. Students implement projects that have an impact on the community like the reforestation program. From more than one million seedlings fruits trees planted in 2009, in the south of the capital, with the implication of inhabitants, over 70 thousands succeeded.

Although Haiti Futur has 20 years of existence, the interactive whiteboards program is in place since four years. Despite this little duration, Haiti has made a lot of progress in this field, more than some other countries and is even ahead of France. Yet, two hundred equipments have been installed ($\frac{3}{4}$ in schools and $\frac{1}{4}$ in Formation centers) and 300 teachers have been trained. Moreover, three digital course contents have been developed for students in first grade in primary schools: mathematics, experimental sciences, and French. The elaboration of this content was made to ensure that all children, rich or poor, in rural or urban area, have the same technological tool for learning. In addition, after many contacts, the Haitian Education Ministry joined the program and efforts are now being made so that the program can be integrated in the system at the national level. This program is listing the colors of a reform of the educational system.

The program is getting more and more magnitude. Actually, 500 more TNIs are about to be installed in schools. This program is used for adult literacy and in some university³⁶, it goes beyond education as it is accompanied by an electrification project. In fact, Haiti is facing huge electricity issues and this success of this program does require a minimum of it. Therefore, partnership has been made with ESF to equip all these schools with solar panels. These solar panels (1 200 in total) will not be used only for schools but will also contribute to electrify the whole environment of the school.

Promodev facilitated realization of many projects dealing with reinforcement of institutional capacity of organizations of peasants, women and young; assistance to SME creation and training for community leaders on role of women in local development, biologic agriculture, project management, etc. Cedel Haiti and foundation « Etre Ayisyen » have almost the same goal and their effect is quasi the same. Until now, Cedel Haiti has organized yet twenty-two networking evenings around entrepreneurship and leadership. They contribute to the popularization of the entrepreneurship concept. They give particular assistance to those who have a project through business plan contest. Their impact is not really pronounced as they do not exist for long. On its side, it is possible to say that JobPaw has contributed to a certain transparency on the labor market with a better circulation of information.

³⁶ TNI is used in engineering building

5.2.4 Social entrepreneurs face to the future

All entrepreneurs interviewed think that social entrepreneurship can be a solution for poverty reduction. « *La pauvreté est une maladie et un malaise spirituel* » says Mathias Pierre and both entrepreneurship and social entrepreneurship can be useful tools against poverty. However, the future is not painted in pink. Always according to Mathias Pierre, it is important to do a step back to undertake because poverty is too big. According to him, there should be a change in the mental and the middle class should make the link between disadvantaged people and those from the higher class.

For Robberts Waddle, CEO of JobPaw, the concept of social entrepreneurship is perverted in a way. Indeed, « *des entrepreneurs cupides, ayant constaté que l'entrepreneuriat devenant le nouvel El Dorado à financer par les bailleurs, se lancent dans toute sorte d'initiatives en vue de capter ces fonds ou ces subventions* ». Steeve A. Mathieu, CEO of SAPENSA is less vehement in its words. Social entrepreneurship has a future but it is necessary to have more examples, more models for young people. Some structural issues need to be fixed also such as legal infrastructure. For Etienne Jean, there is a positive change that is observed. Before, SE was seen as communism or socialism in the country but nowadays, people are begun to understand the challenge.

5.2.5 Presentation of NGO programs related to social entrepreneurship

Three NGOs were interviewed on the purpose of this study. Their activities are briefly presented in the table below.

To be assisted in the YSB's program, businesses should respect a set of criteria: have a social or environmental goal; respect market wages and promote better working conditions; respect gender equity; be environmentally conscious and promote the use of local raw materials. YSB makes loans to social businesses at an affordable interest and the entrepreneurs are expected to reimburse starting from the third year of functioning³⁷. The profit generated from these investments will contribute to reinforce the fund and invest other businesses.

³⁷ It is expected that any social investor loan will be fully repaid within eight to ten years.

Table 6. Description of NGO programs related to social entrepreneurship

NGO	Principal activities
Yunus Social Business	It develops its activities in Haiti since 2010 in three main areas: education & vocational training, agriculture & environment and nutrition. It offers mainly two types of services: incubation services with business plan, market studies assistance and investment in debt and equity in businesses. Enterprises assisted should have a strong social impact but financially autonomous.
Entrepreneurs du Monde	It has two programs to support social enterprises in the field of housing and energy: « Palmis Eneji » and « Habitat ». It has also the program « Osez l'entreprise » that supports very small and medium enterprises in their creation and their development through finance.
Banque Interaméricaine de Développement	The social entrepreneurship program promotes the development and implementation of funding mechanisms to find lasting solutions to the economic problems faced by the poor and marginalized.

« **Palmis Eneji** », the program of energy, launched by the end of 2012, is a social microfranchise that aims facilitating access to a clean, modern and economic energy. Through micro credit, it allows the most disadvantaged people to have access to his product. The housing program «**Habitat**» aims encouraging the emergence of construction companies promoting housing construction with local materials (woods and debris from the earthquake) to counteract sinister (cyclones and earthquakes). It helps low-income people having access to housing by promoting credit package housing with subsidy. Contrary to the others NGO in the survey, IDB does not intervene directly to beneficiaries. Its help consist to give an institutional and financial support to the institutions that are in need.

5.2.6 Social entrepreneurship, a new tool to overcome external assistance

According to Marie-Hélène Sibille, social business consultant from YSB and Jean-Farreau Guerrier, the leader of « Osez l'entreprise » program from EM³⁸, social entrepreneurship differs from other programs because it is innovative and changes from the purely logical aid and assistantship. Considered like this, social entrepreneurship does represent a tool to create sustainable jobs as it associates the efficiency and dynamic from the private sector to social or environmental objectives from public sector and NGO. Then, it allows reducing aid dependency.

³⁸ The informant from IDB answered questions about the presentation of the program and the evaluation method used only.

Table 7. Description of NGO programs outcomes	
NGO	Outcomes
Yunus Social Business	YSB has invested in two bakeries; three poultry farms to help reducing the level of food importation; a jatropha plantation that allows preventing soil erosion, producing fruits that serve for production of biofuel and animal feed and securing income for 200 farmers. It accompanies a training center in basic entrepreneurship and financial literacy that has enrolled over 950 students. It follows an enterprise that produces efficient cook stoves to protect children and mothers from respiratory illnesses. Actually a new project is in implementation « Haiti Forest » with the support of Virgin Unite and Clinton Foundation. It aims to increase tree cover and improve livelihoods of smallholder farmers.
Entrepreneurs du Monde	In 2013, the distribution network of the energy program counted 32 affiliate resellers and 57 independents ones. In 2013, forty artisans were trained in earthquake-resistant construction and entrepreneurship thanks to « Habitat ». An organization composed of artisans having been trained by EM is created with the aim to realize construction sites on behalf of the association. Three community centers are constructed and two schools are under construction.
Banque Interaméricaine de Développement	Six micro finance institutions that have been damaged by the earthquake are in reinforcement process.

For Marie-Hélène Sibille, this kind of program is less costly because social enterprises are supposed to be independent or at least autonomous. It implies therefore less operating costs for YSB to assist them. Moreover, this program, especially in the case of YSB, is less costly as every dollar invested is « recycled ». Marie-Hélène Sibille continues by saying : « *En Haïti, où les ONG, ONU et autres sont très (trop) présents, il me semble que c'est une approche plus rationnelle* ». However, although social entrepreneurship seems to be a good approach in the fight against poverty, Jean-Farreau Guerrier pointed out that « *le programme spécialisé dans l'entrepreneuriat social touche une classe privilégiée de personnes qui ensuite pourront divulguer leur service aux personnes les plus défavorisés* ». This sentence can be interpreted as follows: everyone cannot pretend to be a social entrepreneur. He needs to meet certain conditions such as have a certain level of education in order to be able to manage well the enterprise financially and humanly, possess a useful network, etc.

For both of them, social entrepreneurship should be promoted in Haiti because of its benefits but the environment is not totally ready for that. In fact, it is difficult to undertake in Haiti because of

the lack of infrastructures (electricity, rent, etc), the low access to funding and the inadequate legal framework (fiscal politic is against enterprises). They recommend promotion of social entrepreneurship and of entrepreneurship.

5.2.7 Evaluation method adopted by these NGO

All these NGO use indicators to evaluate the performance of businesses they support in the program. They did not really explain the approach used, they just gave some information about the indicators. Thus, YSB revealed that it uses Key Performance Indicators (KPI) in three fields: social, financial and environmental; some of them are monthly, others quarterly or yearly to evaluate social enterprises. For example, to constitute indicators, information are gathered about number of sealed products, open stores, people trained, three planted and/or preserved, etc.

EM uses audit firms specialized in measuring social performance. Their approach is based on the smart campaign³⁹. They also develop tools for measuring poverty of beneficiaries of credit such as PAT (Poverty Assessment Tool) and PPI (Progress out of Poverty Index). IDB does not use a particular method. It constructs indicators to evaluate the efficiency of its program such as: number of trained clients, new clients that received long term loan, etc...

The question dealing with the method of governance was answered only by YSB. In its assistance program, YSB is member of the board committee of the enterprise that takes part in the program. This method is used because YSB invest also in equity (15-20%) in every business. This allows YSB to take part of the process of decisions, at least during the period of loan repayment.

5.2.8 A youth, increasingly interested in social entrepreneurship

In order to have an idea of how this concept of social entrepreneurship is seen by young people, few young were interviewed. They all agree that social entrepreneurship allows creation of wealth and provides answers to a social problem while ensuring access to products or services at very affordable prices. One aspect of social entrepreneurship which would be beneficial for the

³⁹ Smart Campaign is a worldwide action that aims to help microfinance industry conserving its social aspect while being financially sustainable.

country is that it allows creating jobs quickly and well paid. Social entrepreneurship would be helpful in fighting poverty on two main aspects:

- i) It would create revenue for people in difficult circumstances and living in areas where public officials are still struggling to promote the establishment of sustainable jobs;
- ii) It would be a way to make available basic social services essential to the well-being of communities.

Table 8. Profile of young entrepreneurs in the survey	
Young	Principal activities
Etzer Emile	He putted in place a business since the beginning of the year in business services support. he is assistant manager at « Centre d'Entrepreneuriat et d'Innovation » of Quisqueya University in Haiti
Herrick Dessource	He is the General Coordinator of Groupe Echo Haiti ⁴⁰ . It was designated ambassador of the Francophonie for attending the 4th Annual Forum of Young Ambassadors of the Francophonie of the Americas this year;
Serge Dalexis	He is the financial executive at Groupe Echo Haiti
Job Peterson Mompremier	He is implementing his enterprise « <i>Belle Ayiti</i> ⁴¹ ». He was also elected ambassador of Haiti in 2012 to represent the country in the summit « One young world ».

As they are in contact with other young that want to start a business and had themselves some experiences in businesses, they identified several challenges that young have to face in the process of business creation:

- i. The lack of social commitment culture. Initiatives are often dictated by personal interests and indeed serve to the benefit for small influential groups;
- ii. The crisis of chronic societal confidence greatly affects the relationship between initiators and also among beneficiaries. Communities are often wary and have difficult to understand the merits of such initiatives. Therefore, it is difficult for them to mobilize all required in business creation and have access to funding;

⁴⁰ Groupe Echo Haiti is a NGO whose objective is to facilitate the empowerment of Haitian youth while taking actions that have significant impacts on development in Haiti. This group is about to organize the first international youth forum in Haiti in November 2014.

⁴¹ Belle Ayiti is a platform to identify, inventory, manage, promote and Haitian resources (cooking, arts, literature, crafts, music, history, nature, etc.) and ensure interconnection between touristic agency (tourist, travel agency, tours, airlines, etc.) to bring tourists and encourage Haitians inside Haiti to explore.

- iii. Lack of information and training of youth entrepreneurship on business management ;
- iv. The bureaucracy in the process of starting a business. Young may have difficulty in meeting the conditions and lead to the creation of a legal business.

Although a lot of challenges stand in their way, they do believe that social entrepreneurship can play an important role in the fight against poverty. Opportunities are enormous in Haiti in a context where a lot of indicators are in red. Increasingly, student entrepreneurial centers are opening in the country, in the capital and in other regions. Programs with objective to assist these young entrepreneurs emerge more and more (YSB, EM, Foundation « Etre Ayisyen », CEDEL Haiti, IDB Youth, YMCA, FOKAL, MJSAC, OIF, and MCI). Thus, it is possible to say that there is willingness from young to create not only enterprises but also social enterprises. For Herrick Dessources, this willingness to embark in this new path have an explanation in the constitution of the society: « *Dans la tradition paysanne, nous avons appris à travailler au cœur d'un système d'entraide et de solidarité qui peut être considéré comme une prédisposition à ce genre d'organisations économiques et surtout sociales* ».

However, the crisis of confidence undermines the bases of familiarity between Haitian in same generations, especially in urban areas. For the success of these initiatives, it is important then to promote entrepreneurship and social education. Moreover, the promotion of social entrepreneurship should stress on the difference between this kind of entrepreneurship and the normal one's to ensure a very good understanding of the concept by the population. This promotion should inform the risks that are related to the development of this movement, its importance and its functioning. Lastly, this promotion should also stress on the fact that everyone should participate in the development of the country because everyone has a role to play.

5.2.9 Social entrepreneurship and the Haitian government

To complete the description of this sector, people working in the public sector, especially in trade ministry and economic and finance ministry were questioned also. They all believe that SE can be a solution in the fight against poverty. Precisely, Mr Théodat⁴² thinks that it can allow

⁴² Director of Studies and Programming at MCI

economic and social integration, reduce gap between classes and increase the share of value accruing to producers in agriculture.

According to Mr Nau⁴³, SE is an additional contribution to existing devices and allows reaching new beneficiaries. « *L'entrepreneuriat social ne contribue pas seulement à améliorer le sort des populations par tels ou tels programmes sinon à faire de ces populations de véritables acteurs du changement auquel elles aspirent* » says Mr Prophète⁴⁴.

This new approach has also the advantage that it is less expensive. This can be explained by the fact that with social entrepreneurship, consumer is no longer a "consumer spectator" but a full player. Therefore, consumer participates in the implementation of projects that concerns the development of the community. This can help enterprises amortizing certain costs. SE is also more efficient as it put the human being at the core of its actions. As the human being is considered in his entire dimension, these enterprises will not be evaluated solely on economic criteria but also on social and political.

This new way of undertaking allows poorer having access to capital and to good quality products. However, Mr Théodat thinks that the credit access is not very efficient because the interest rate is too high. Thus, living conditions of the poor will not be really improved and this can put them in a vicious circle as they will have always debt to repay.

Social entrepreneurship is a trend that is spreading out the country through shark tank (business plan contest). This is a beginning, says Mr Nau, but much more effort remains to be done. The government on its all does not have a national program to support the development of entrepreneurship and especially social entrepreneurship. Nonetheless, ministries can have projects that deal with it. It is in this sense that the Ministry of trade and industry has put in place the Centre for Enterprise Development and Entrepreneurship (CDEE) in 2013. It implemented also a program to support small and medium-sized enterprises for young university graduates (PAPMEU) in 2013 which is devoted to be a regular activity of CDEE. This ministry is the one that takes the lead in this field while the Ministry of Economic and Finance can only intervene to

⁴³ Economist and Public Policy Analyst at MEF

⁴⁴ Chargé de mission at MCI

finance support program through FDI (Fonds de développement industriel). It also can intervene if a business creates important jobs by allowing customs duty to reduce transportation costs or fiscal exoneration.

Chapter VI- Conclusion

6.1 A summary of the approach

Our objective, through this paper, was to analyze the development of social entrepreneurship in Haiti and see if it possible that it can be considered as one of the solutions to fight poverty, exclusion and marginalization. To achieve this goal, we have, in the first place, presented a framework of literature review. We started by presenting the poverty concept in order to delimit the problem we are dealing with during the research. According to our findings, we defined poverty as a situation where a given part of a population cannot satisfy its basic needs because of the lack of means. This is also accompanied by the exclusion of this category of people in the functioning of the society. As this situation appeared to be unacceptable, actions have to be taken to overcome it and reduce the level of poverty. In our case, we consider that reducing poverty implies helping those persons to be self sustainable on a long term view by tackle the causes of poverty.

From many solutions that are used to fight this issue, the private approach with social entrepreneurship seemed to be, from our point of view, an excellent way to proceed. It is in this sense that we undertook to study the concept in order to better understand it. Then we presented the country Haiti that is under study. Lastly, we conducted a survey to see how is presented social entrepreneurship in the country, what can be the predictions on the future of this sector and if it can be considered as a solution to fight this unacceptable situation. To have a broad view of this sector, different actors were interviewed: social entrepreneurs, NGOs, government's member and young people.

6.2 Key findings

According to the results of the survey, some key findings can be done:

The role of social entrepreneurship in the fight against poverty, exclusion and marginalization in Haiti

- These social enterprises are projects that have emerged under single pulse. At the beginning, there was one single man that had a social vision and brought others to share it.

- It appeared that social entrepreneur is the one that made advanced studies. This can be explained easily by the statement of the responsible of “Osez l’entreprise”⁴⁵. This does not mean that only those who are highly educated can run a social enterprise. It is only mean there can be a strong probability to find this type of person at the head of a social enterprise. Moreover, these social entrepreneurs are all coming from the middle class.

- In general, these entrepreneurs are social constructionists⁴⁶. They use formatted approach⁴⁷ to implement their enterprise or to manage them. They all manifested their desire to see their approach transferred in other domain or just replicated in other regions. Therefore, they do not hesitate to share their experience and to enlarge the network.

- There business creation process goes through three stages. The inception or pilot phase where they try to experiment their project at a low level in order to adapt it if needed. Sometimes, this phase can see a reduction in the number of beneficiaries. The development phase where the project begins to expand in order to reach more people and ensure a certain level of sustainability. In this phase, contacts are taking to promote the enterprise. Lastly, the duplication phase where the project is implementing in other regions or targeting new beneficiaries. During this period, the project has an economic model which is stronger than before, the public is more aware of the project and partnership is made to ensure its expansion.

- Quasi all these social enterprises do not depend on subsidies to function. They are trying to be self sustainable by finding innovative source of funding.

- There is a way of thinking that is very current in the country nowadays among young people. They are attracted by the concept of entrepreneurship and participate massively at all events organized around this topic. Entrepreneurship centers are opened not only in schools but

⁴⁵ « *L’entrepreneuriat social touché une classe privilégiée de personnes qui ensuite pourront divulguer leur service aux personnes les plus défavorisées.* » Jean-Farreau Guerrier

⁴⁶ See annex for the definition

⁴⁷ This refers to board of advisers, committee board, market study, work’s modeling, and pilot unit before expanding a project, etc.

also in universities. All this movement around entrepreneurship, that integrates sometimes social entrepreneurship, is trying to sensitize young people, make them believe in themselves and that they are able to create a lot of things.

- In parallel, a lot of businesses or NGOs are implementing programs to assist these young in their business creation process with training and funding. The public sector is beginning to take interest in this way of proceeding with implementation of programs to assist SMEs and specifically students.

6.3 Opportunities and constraints

The survey has allowed seizing the existing potential of the country under study and the barriers that may be encountered.

Table 9. Presentation the environment context

Opportunities	Constraints
A government not enough decentralized	Difficulty to access to bank loan
A lot of unmet social needs	Lack of information about existence of financing programs
Vulnerability of a large part of the population	Lack of confidence
Promotion of entrepreneurship all over the country and all around the world	Lack of financial culture
Promotion of Haitian success story in business	An unattractive business environment
A very young and dynamic population	Lack of specific legal and fiscal framework for SE
A youth more involved	Lack of public policy to promote entrepreneurship and more specifically social entrepreneurship
Some university and secondary school have started to integrate social entrepreneurship in their curriculum	Lack of governmental oversight of the NGOs
	Lack of monitoring inside social enterprises
	Lack of absorption capacity from some enterprises that prevents donors financing

6.4 The key success factors of Social Enterprises

In order to help development of new social enterprises, some key success factors have emerged from the study. There are presented in the table below.

The role of social entrepreneurship in the fight against poverty, exclusion and marginalization in Haiti

Table 10. Presentation the business model

Key factors	Explanation
<p>A quality management team</p>	<p>All enterprises in the survey have a committee board to discuss about the development of the enterprise and take adequate decisions.</p>
<p>A social mission that can justify networking or funding</p>	<p>Constitution of strong partnership or construction of network is a solution they used to overcome issues. A strong social mission allows attracting attention of different actors.</p>
<p>Acceptance of the project by the community</p>	<p>The project or the enterprise can count on the community when it accepts and believe in the project. This contributes to the reputation of the enterprise. This will help to find sponsorship.</p>

6.5 Conditions or tools to promote social entrepreneurship

Social entrepreneurship in Haiti presents an important potential of development. The assets for the growth of this sector are strong but they remained insufficiently exploited. The government is aware of the importance of entrepreneurship for the development of the country’s economy. This is why it launched several programs to support its development. However, entrepreneurship and specifically social entrepreneurship does require much more structural approaches.

“Social enterprise” is not a business like others, it cannot be thought in a systematic manner; it requires a sound understanding of the locality, including local environmental assets and risks, social needs, social behaviour and business education. Furthermore, to maximize the potential of social entrepreneurship development, the criterion of sustainability need to be taken into account. To reach these objectives and to capitalize on the knowledge acquired through this study, we recommend that these propositions be followed and applied:

6.5.1 Promotion of social entrepreneurship

The development of social entrepreneurship should start by strong campaign of promotion to inform the population of its existence and to explain its functioning and characteristics. This promotion should be done not only in the capital but also in the other departments through

congresses, forum, saloon, convention, training, radio or television program, etc. More university and secondary schools need to implement social entrepreneurship in their curriculum. This will help Haitians people to be more creative by being able to recognize business opportunity and to have a better financial culture.

6.5.2 Building on existing successful models

An identification of existing social enterprises must be done. This will allow building a repertory of best practices and innovative strategies that can be presented as models and studied in class.

6.5.3 Encouraging investments in infrastructures

Infrastructures are important for the development of any kind of businesses; social enterprises do not escape to this rule. It is true that these enterprises exist because the market or the public sector did not provide all services and products required. Nonetheless, some services and products, among others infrastructures, can be provided in a more effective way if it is done by the public sector. Their provision will help these enterprises to reduce their cost and to ensure their sustainability.

6.5.4 Implementing an adequate legal framework

The development of this sector needs strong legal framework. In fact, it is important to reform the current legal framework that ignores the existence of this type of enterprise. Therefore, the concept of social enterprise should be well defined and should have a legal status that takes into account all its characteristics. This will reduce or impede creation of businesses that pretend to be social when in reality they are trying to capture funding or subsidies from NGO. The establishment of legal status should be accompanied with fiscal and regulation framework, specifically in the profit distribution.

6.5.5 Encouraging investments from “Diaspora”

The survey showed that board members are composed also by Haitians living abroad. The majority of the entrepreneurs interviewed were living abroad either for education purpose or work but decided to return in Haiti to start a business. This reveals interest coming from this

important category of Haitian population. They are too often left besides in governmental program while some of them are waiting to come back in their country of origin either to create business or to take part of the development process. It would be very interesting for the government to give them more incentives to invest such as fiscal exoneration during a given period, establishment of a structure to accompany them in their business creation process, etc.

6.5.6 Impact evaluation

The establishment of an evaluation system of economic and social performance is necessary to ensure the sustainability of these enterprises. This proposition can be implemented as such: first, the civil society or a group of several social enterprises can start by elaborating a set of indicators a social enterprise should follow. And, according to this evaluation guide, it can reward enterprises that performed the best in different categories during a convention dedicated to social entrepreneurship. This would be an occasion to put light on entrepreneurs and their enterprises by informing the work done. This would be rewarding and motivating for entrepreneurs while encouraging others to start in this path. These indicators will be improved by years. Partnership can be made afterwards with the public sector so that these distinguished entrepreneurs can benefit from some advantages for the development of their businesses. And also, through time, this event organization can become more structured until being institutionalized.

6.5.7 Establishment of a good behaviour charter for enterprises

It would be interesting and benefit for the country if the government could exploit this period where attention is turned to social entrepreneurship to elaborate a sort of good behaviour charter for “normal” enterprises. This would be an incentive for enterprises in general to have a more responsible approach which would have a positive impact on the environment and in the society. A tracking system should also be established to ensure the charter is well respected.

6.5.8 Encourage the banking sector to provide more tailored products

The banking sector should be more implicated in the business creation by developing products more diversified for different type of organizations and especially for social enterprises. The

promotion of social enterprises should be done also in this sector that can constitute an important funding provider for them.

6.6 *Beyond this study*

This study aims at contributing to a better understanding of social entrepreneurship and to see if it has to be promoted as a tool against poverty, exclusion and marginalization. The research allowed seeing that indeed social entrepreneurship can be an important contributor to this fight. Youth began to be interested more and more to entrepreneurship and social entrepreneurship. Social entrepreneurs turn out more to the community to share their vision and began to be considered as a model for certain. Some positives effects of these social enterprises can be observed. A set of actions, involving local NGOs, citizens and public authorities, had been proposed to allow increase the work of awareness that many are leading to promote social entrepreneurship. Further investigations need to be done to elaborate a very detailed actions plan that must be displayed to make of social entrepreneurship a reality in the country. However, the biggest challenge is and remains the lack of innovative initiative. Moreover, the positive impacts observed do not mean that SE has to replace other poverty reduction tools. An interesting investigation would be to see how social entrepreneurship can be implemented in coordination with other poverty reduction tools in order to have a greater impact.

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Annex

Typology of social entrepreneurs (Zahra et al., 2009)

Type	Social Bricoleur	Social Constructionists	Social Engineer
Theoretical inspiration	Hayek	Kirzner	Schumpeter
What they do ?	Perceive and act upon opportunities to address a local social needs they are motivated and have the expertise and resources to address	Build and operate alternative structures to provide goods and services addressing social needs that governments, agencies, and business cannot.	Creation of newer, more effective social systems designed to replace existing ones when they are ill-suited to address significant social needs.
Scale, scope and timing	Small scale, local in scope-often episodic in nature	Small to large scale, local to international in scope, designed to be institutionalized to address an ongoing social need.	Very large scale that is national to international in scope and which seeks to build lasting structures that will challenge existing order.
Why they are necessary?	Knowledge about social needs and the abilities to address them are widely scattered. Many social needs are non-discernable or easily misunderstood from afar, requiring local agents to detect and address them.	Laws, regulation, political acceptability, inefficiencies and/or lack of will prevent existing governmental and business organizations from addressing many important social needs effectively.	Some social needs are not amendable to amelioration within existing social structures. Entrenched incumbents can thwart actions to address social needs that undermine their own interests and source of power.
Social significance	Collectively, their actions help maintain social harmony in the face of social problems	They mend the social fabric where it is torn, address acute social needs within existing broader social structures, and help maintain social harmony.	They seek to rip apart existing social structures and replace them with new ones. They represent an important force for social change in the face of entrenched incumbents.
Effect on social equilibrium	Atomistic actions by local social entrepreneurs move us closer to a theoretical "social equilibrium"	Addressing gaps in the provision of socially significant goods and service creates new "social equilibriums"	Fractures existing social equilibrium and seeks to replace it with a more socially efficient one.
Source of discretion	Being on the spot with the skills to address local problems not on others "radars". Local scope means they have limited resource requirements and are fairly autonomous. Small scale and local scope allows for quick response times.	They address needs left un-addressed and have limited/no competition. They may even be welcomed and be seen as a "release valve" preventing negative publicity/social problems that may adversely affect existing governmental and business organizations.	Popular support to the existent that existing social structures and incumbents are incapable of addressing important social needs.
Limits to discretion	Not much aside from local laws and regulations. However, the limited resources and expertise they possess limit their ability to address other needs or expand geographically.	Need to acquire financial and human resources necessary to fulfill mission and institutionalize as a going concern. Funder demands oversight. Professional volunteers and employees are needed to operate organization.	Seen as fundamentally illegitimate by established parties that see them as a threat, which brings scrutiny and attempts to undermine the ability of the social engineers to bring about change. The perceived illegitimacy will inhibit the ability to raise financial and human resources from traditional sources. As a consequence, they may become captive of the parties that supply it with needed resources.

Guide d'interview pour entrepreneur

Bonjour, je suis Marie Evadie Daniel, étudiante en master économie du développement et management des projets internationaux à l'université Paris-Est Créteil. Je travaille actuellement sur un projet d'étude qui se porte sur le rôle de l'entrepreneuriat social dans la lutte contre la pauvreté en Haïti. Je suis ravie que vous ayez accepté d'avoir cet entretien avec moi, les informations que vous fournirez me seront grandement utiles.

1. Parlez-moi un peu de vous. Qu'est-ce qui vous a poussé à mettre sur pied cette entreprise ?
2. Parlez-moi un peu de votre entreprise (*mission, produits ou services offerts, années d'existence, zone géographique, population ciblée*). Qu'est-ce qui distingue votre entreprise des autres du secteur ?
3. Comment faites-vous pour gérer votre entreprise afin qu'elle soit une réussite ? (*seul ou en conseil d'administration ? appui d'une ONG ? si oui quel type d'appui ? quelle est l'implication de la communauté dans le choix des activités à entreprendre ? Comment faites-vous pour gérer les ressources disponibles au fonctionnement de l'entreprise ?*)
4. Recevez-vous une subvention du gouvernement ou d'une ONG ? (*Si oui, comment avez-vous fait pour l'obtenir ? Combien de temps avez-vous passé à rechercher des subventions avant d'en obtenir une ? Quelles conditions avez-vous eues à remplir pour y avoir droit ?*)
5. Quelles sont les principales difficultés auxquelles vous êtes confronté au sein de votre entreprise? Comment faites-vous pour arriver à les surmonter ? (*place du réseau*)
6. Pensez-vous que votre entreprise mérite d'être dupliquée ? (*Pourquoi et comment? Comment êtes-vous perçu par la communauté dans laquelle vous évoluez ?*)
7. Que pensez-vous du développement de l'entrepreneuriat social en Haïti ?

Je vous remercie encore une fois d'avoir décidé de me consacrer un peu de votre temps. Votre aide m'est vraiment précieuse. Si vous le souhaitez, je serai ravie de partager les résultats principaux de l'enquête avec vous.

Guide d'interview pour jeunes entrepreneurs

Bonjour, je suis Marie Evadie Daniel, étudiante en master économie du développement et management des projets internationaux à l'université Paris-Est Créteil. Je travaille actuellement sur un projet d'étude qui se porte sur le rôle de l'entrepreneuriat social dans la lutte contre la pauvreté en Haïti. Je suis ravie que vous ayez accepté d'avoir cet entretien avec moi, les informations que vous fournirez me seront grandement utiles.

1. En quoi pensez-vous que l'entrepreneuriat social apporte ou peut apporter une contribution supplémentaire par rapport aux dispositifs existant dans le développement du pays ou la lutte contre la pauvreté ?

2. Considérez-vous comme un entrepreneur social ? Si oui, pourquoi ? Présentez brièvement ces deux projets. Qu'est-ce qui vous a poussé à les entreprendre ?

3. Quels sont les défis auxquels les jeunes sont confrontés lorsqu'ils veulent se lancer dans la mise sur pied d'une entreprise sociale ? *(comment a été accueilli le projet d'entreprise par votre entourage ? Ont-ils compris l'enjeu que cela représentait et la différence qui existe entre une entreprise normale et une sociale – dans le cas où vous le considérez comme une entreprise sociale sinon ont-ils compris l'enjeu du projet en soi ?)*

4. Connaissez-vous des organismes pouvant vous encadrer ? si oui, avez-vous déjà utilisé leur service ? en quoi ce dernier a consisté ? Etes-vous satisfait ?

5. Comment faites-vous pour gérer votre projet afin qu'il soit une réussite ? *(seul ou conseil d'administration ? appui d'une ONG ? si oui quel type d'appui ? quelle implication de la communauté dans le choix des activités à entreprendre ? Comment faites-vous pour gérer les ressources disponibles au fonctionnement du projet ?)*

6. Pensez-vous que les haïtiens sont prêts à se lancer dans l'entrepreneuriat social ? Quels sont les enjeux, défis ?

Je vous remercie d'avoir répondu à ces questions. Les informations fournies me seront d'une grande aide dans l'avancée de mon travail.

Guide d'interview ONG

Bonjour, je suis Marie Evadie Daniel, étudiante en master économie du développement et management des projets internationaux à l'université Paris-Est Créteil. Je travaille actuellement sur un projet d'étude qui se porte sur le rôle de l'entrepreneuriat social dans la lutte contre la pauvreté en Haïti. Je suis ravie que vous ayez accepté d'avoir cet entretien avec moi, les informations que vous fournirez me seront grandement utiles.

1. Pouvez-vous donner une brève description du/des programme(s) en lien avec l'entrepreneuriat social que votre organisation a mis sur pied ?

2. En quoi pensez-vous que l'entrepreneuriat social apporte une contribution supplémentaire par rapport aux dispositifs existant pour lutter contre la pauvreté? En d'autres mots, en quoi se distingue-t-il des autres programmes traditionnels ? *(Est-ce une approche plus efficace ? Moins coûteuse ? Permettant d'atteindre de nouveaux bénéficiaires ? De régler des problèmes que l'aide traditionnelle ne règle pas ?)*

3. Quelles sont les bonnes méthodes d'évaluation d'une entreprise sociale ? *(ou comment faites-vous pour évaluer la performance d'une entreprise sociale ?)* Comment sait-on que ses objectifs ont été atteints de façon efficace et efficiente ? Comment les bailleurs de fonds doivent-ils s'organiser pour prévoir une collecte d'information objective et indépendante sur les résultats ?

4. Quelle est, selon vous, la bonne méthode de gouvernance d'une entreprise sociale ? *(L'entrepreneur doit-il concentrer les pouvoirs ? Ou bien faut-il un système de conseil de surveillance et conseil d'administration permettant aux bailleurs de fonds et aux pouvoirs publics de participer à la prise de décision ?)* Quel est le bon équilibre entre indépendance et surveillance?

5. Etes-vous satisfait jusqu'à date du déroulement du programme ? Pensez-vous qu'il y a lieu de faire la promotion de ce mouvement ? Quel avenir pensez-vous qu'il y ait pour l'entrepreneuriat social en Haïti ?

Je vous remercie encore une fois d'avoir décidé de me consacrer un peu de votre temps. Votre aide m'est vraiment précieuse. Si vous le souhaitez, je serai ravie de partager les résultats principaux de l'enquête avec vous.

Etude sur le rôle de l'entrepreneuriat social dans la lutte contre la pauvreté, l'exclusion et la marginalisation en Haïti



Guide d'interview pour fonctionnaire de ministère/gouvernement

Bonjour, je suis Marie Evadie Daniel, étudiante en master économie du développement et management des projets internationaux à l'université Paris-Est Créteil. Je travaille actuellement sur un projet d'étude qui se porte sur le rôle de l'entrepreneuriat social dans la lutte contre la pauvreté en Haïti. Je suis ravie que vous ayez accepté d'avoir cet entretien avec moi, les informations que vous fournirez me seront grandement utiles.

1. Quel rôle peut jouer l'entrepreneuriat social en Haïti ? En quoi pensez-vous qu'il apporte ou peut apporter une contribution supplémentaire par rapport aux dispositifs existant ? (*En d'autres mots, quelle est sa spécificité par rapport aux programmes traditionnels ? Est-ce une approche plus efficace ? Moins coûteuse ? Permettant d'atteindre des nouveaux bénéficiaires ? De régler des problèmes que l'aide traditionnelle ne règle pas ? etc.*)

2. Quelles seraient les bonnes méthodes d'évaluation d'une entreprise sociale ? (pour connaître si ses objectifs ont été atteints de façon efficace et efficiente ?) Comment les bailleurs de fonds doivent-ils s'organiser pour prévoir une collecte d'information objective et indépendante sur les résultats ?

3. Existe-t-il des programmes de soutien du côté du gouvernement visant à encadrer ces entrepreneurs ? (*Si oui, quels sont-ils et pouvez-vous en donner une brève description*)

4. Quelle est, selon vous, la bonne méthode de gouvernance d'une entreprise sociale ? (*L'entrepreneur doit-il concentrer les pouvoirs ? Ou bien faut-il un système de conseil de surveillance et conseil d'administration permettant aux bailleurs de fonds et aux pouvoirs publics de participer à la prise de décision ? Quel est le bon équilibre entre indépendance et surveillance?*)

5. Comment voyez-vous l'avenir de ce mouvement en Haïti ? Quel partenariat devrait-il exister, entre l'état et les ONG ; entre l'état et le secteur privé ou la communauté, pour permettre qu'Haïti en profite au mieux ?

Je vous remercie encore une fois d'avoir décidé de me consacrer un peu de votre temps. Votre aide m'est vraiment précieuse. Si vous le souhaitez, je serai ravie de partager les résultats principaux de l'enquête avec vous.